



OPEN CITY

Edmonton

# OPEN CITY INITIATIVE 2017 *Refresh*

Prepared by City of Edmonton  
MARCH 2017







# EDMONTON AS AN OPEN CITY

As the capital of Alberta, Canada, Edmonton aspires to fulfill its role as a preeminent global city: innovative, inclusive and engaged. Building such a city takes foresight, planning and active participation with its citizens. Edmonton engages its citizens to collaboratively design, develop and deliver efficient public programs, services and policies.

An open city creates opportunity for diverse input and participation by inviting citizens to play a larger role in shaping their community and enabling social and economic growth.

An open city is a connected city. Philosophically, an open city is responsive to the goals and objectives of an informed and engaged public, who in turn are partners consulted in setting the goals and objectives of the city. Physically, an open city reduces barriers to information and provides access to services through digital networks, connecting people wherever they are.

An open city promotes employee consultation, sharing information as soon as it can be shared, knowing that its employees are the primary brokers of its reputation and brand. An open city is a consumer and facilitator of technology solutions promoting transparency, collaboration and inclusion.

The City's Open Data Catalogue ([data.edmonton.ca](http://data.edmonton.ca)) was launched in 2010 which was followed by the Open City Initiative - a municipal perspective on the philosophy of open government - in June of 2014. The Open City Initiative guided the development of the Open City Policy which was adopted by Edmonton's City Council on April 14, 2015. Since that time, the City has progressed in its open government journey.

Edmonton was nationally recognized by the Public Sector Digest as "Canada's Most Open City" for 2015 and 2016, and was awarded the 2015 "Best of Show Winner" of Community iPerformance awards for the Contextual Analysis of Crime project. The City was also awarded the prestigious GTEC Medal for "Excellence in Service Delivery" in December of 2016.

The Open City Initiative was refreshed to incorporate new ideas and enhance tactics to accomplish future goals. The refreshed Initiative will guide the City's way forward in open government.

**"Open government' is a movement with a core principle that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight."**

- Mayor Don Iveson



# THE WAY AHEAD

The Way Ahead is a visioning document established by City Council in 2008 outlining Council's goals for change. The Way Ahead forms the foundation of the City's work and guides the City's continued commitment to enhance quality of life for Edmontonians. It was updated in 2011 and 2014.

The 30-year, citizen-built City vision in The Way Ahead is a creative description of Edmonton's future in 2040. Six 10-year strategic goals describe the areas where Council believes significant change is required to achieve this vision.

The Open City Initiative articulates how the organization will advance the City's Vision and strategic objectives defined in The Way Ahead.

As an open city, our organization is working to build new ways to share information with Edmontonians, to find new opportunities for dialogue and to make our services easier to access.

Edmonton as an open city learns from and integrates aspects of other open government initiatives. It is evolving to collect and share data that will influence how public services are designed and delivered globally.

## EDMONTON'S STRATEGIC GOALS ARE TO



Transform Edmonton's Urban Form



Enhance Use of Public Transit and Active Modes of Transportation



Improve Edmonton's Livability



Preserve and Sustain Edmonton's Environment



Ensure Edmonton's Financial Sustainability



Diversify Edmonton's Economy

# PRINCIPLES

The Open City Initiative is premised on the following five principles.

## AS AN OPEN CITY EDMONTON IS:

### TRANSPARENT

The City is a steward of the information we manage and the services we provide on behalf of Edmontonians. Being transparent with Edmontonians and City staff promotes trust and accountability. The City's information is a public asset; consistent with privacy and protection legislation, it is disclosed in forms that Edmontonians can readily find and easily use.

### PARTICIPATORY

The City believes that a democracy values and respects public input and engages people in decision making. Public engagement enhances the City's effectiveness and improves the quality of its decisions by leveraging the collective knowledge of the community.

### COLLABORATIVE

The City actively engages Edmontonians, non-profit organizations, businesses, and the community to design and deliver programs and services in an integrated and effective manner.



### INCLUSIVE

Edmontonians and City employees have access to information, programs and services, and the democratic processes that shape municipal decisions. This means reducing socioeconomic, physical and technical barriers, creating accessible channels for delivery of programs and services.

### INNOVATIVE

With the participation of Edmontonians and employees, the City envisions, creates and fosters new approaches, and efficient and sustainable practices.





# OPEN CITY GOALS

GOAL ONE: FOUNDATIONAL ELEMENTS

GOAL TWO: OPEN ENGAGEMENT

GOAL THREE: OPEN DATA

GOAL FOUR: OPEN INFORMATION

GOAL FIVE: OPEN ANALYTICS



# GOAL ONE: FOUNDATIONAL ELEMENTS

The City of Edmonton's practices are aligned to support openness, transparency and consistency.

## **Manage, maintain and make the City's vast stores of information available in a responsible manner**

City policies, directives and delegations of authority clearly define ownership of public information and the expectations of how this information is provided to the public. Employees are provided with the appropriate training and tools to effectively manage information on behalf of the public.

### PROGRESS INDICATORS

# of FOIP information documents published on the Open Data Portal

# of City staff who complete open government training

### ACTIONS

Share information that is valued by our community and adhere to Freedom of Information and Privacy Protection (FOIP) legislation.

Increase staff understanding of how their roles and responsibilities impact the City's ability to be an open city through data and information cultural initiatives.

## **Promote collaboration between citizens and administration through digital equality**

Edmontonians are connected to the City and to each other.

### PROGRESS INDICATORS

# of City facilities with citizen accessible broadband

### ACTION

Reduce barriers to digital access by encouraging a series of broadband networks connecting people in public spaces, schools, institutions, businesses and residences.

## **Manage the City's data and information as a strategic resource**

Public information is managed in a way that facilitates accessibility and usability. The City and other stakeholders adhere to data management practices that result in quality information accessed in common, easy to use formats.

### PROGRESS INDICATOR

# of information sharing initiatives completed

### ACTION

Create and promote strategies that enable and support the sharing and use of information assets.



## GOAL TWO: OPEN ENGAGEMENT

Through innovative and inclusive public engagement approaches, the City creates opportunities for people to interact with the City and impact the design, development and delivery of public programs, services and policies. The City supports community building and leadership for engaged citizenship through education and collaboration.

### **Develop a coordinated and strategic approach to public engagement**

The City will engage with the public using approaches that are meaningful to Edmontonians and other stakeholders facilitating and encouraging broad participation.

#### PROGRESS INDICATORS

Creation of a new policy and framework for public engagement

# of Insight Community Surveys completed

# of Insight Community Survey results released through the Open Data Catalogue

### **Employ innovative approaches to engage with Edmontonians in ways that are relevant to them**

As Edmonton's demographics and expectations continue to shift, our approaches to public consultation must adjust in response to connect with citizens in ways that broaden the perspectives being incorporated into decision making.

#### PROGRESS INDICATORS

# of social media followers (ex. Facebook, Twitter, Instagram, etc.)

# of Insight Community data visualizations available on the Open Data Catalogue

#### ACTIONS

Facilitate a dialogue with City staff and with Edmontonians to identify the challenges, opportunities, and benefits of public engagement.

Build relationships, mutual respect and shared expectations with Edmontonians through meaningful engagement strategies and activities.

Communicate and coordinate engagement opportunities across multiple platforms and integrate with activities in the broader community.

Make the results and impacts on policy and program decisions accessible and readily available.

#### ACTIONS

Expand the City's current methodology and approaches to public engagement by integrating proven practices from other public organizations and new innovative approaches.

Leverage existing and emerging social media and other tools to engage the public.

Use research tools, such as theme and sentiment analysis, to turn interactions with the public into information used in decision making.





# GOAL TWO: OPEN ENGAGEMENT CONTINUED

## Leverage technology and new business models to enhance service delivery for Edmontonians

The City and its partners collaborate to deliver services more efficiently and effectively to meet the diverse needs of our communities.

### PROGRESS INDICATORS

% of transactions completed using digital channels in relation to other service channels i.e., in person, paper, or telephone

Citizen satisfaction with City of Edmonton customer service

% of services completed within timeline targets

Average cost to the City of each completed transaction

### ACTIONS

Integrate service channels with multiple partners (for example, within and across City programs and services, other orders of government, non-profit agencies, businesses) to provide programs and services that are valued by the community.

Support employees to adapt work processes to be more integrated and responsive, meeting a diversity of needs.

## Support dialogue and consultation with constituents and stakeholders

Using various technology-based tools and processes, the City is able to better understand and serve the needs of Edmontonians.

### PROGRESS INDICATORS

Citizen satisfaction with 311

Number of visits to edmonton.ca

% of services available on edmonton.ca

Volume of requests through the 311 app

### ACTIONS

Maintain and update the 311 Explorer tool to further enhance Edmontonians' ability to request and track services that benefit their communities - leading to more responsive service delivery.

Enhance web channel management to deliver a common experience.



## GOAL THREE: OPEN DATA

The City will enhance the quality and increase the quantity of information available through the Open Data Program. Through provisioning, delivering, consuming and crowdsourcing data, the City will enhance services, stimulate economic opportunities, encourage innovation and unlock new social values.

### Manage the open data lifecycle through a governance body

The City will enhance its existing governance processes to achieve strategic goals.

#### PROGRESS INDICATORS

# of internal participant hours on steering committees

# of external participant hours on steering committees

### Engage key stakeholders to offer their perspectives regarding content, accessibility and usability

By increasing citizen involvement, the open data ecosystem will become more inclusive and responsive to evolving needs.

#### PROGRESS INDICATORS

# of external engagement sessions organized to prioritize data release and/or improvement

# of dataset requests from citizens

# of participants in external engagement sessions

# of crowdsourced datasets

### Actively engage non-profit organizations, business and the community to design and deliver programs and services in an integrated and efficient manner

The City will look for additional methods and processes to engage open data stakeholders.

#### PROGRESS INDICATORS

External partner satisfaction of open data

# of external partners engaged

# of external open datasets hosted by the City on the Open Data Catalogue

#### ACTIONS

Ensure the value of open data is realized through the support and oversight of the Open Data Advisory group.

Expand the Open Data Advisory Group to include citizen representation.

#### ACTIONS

Create a two-way dialogue through an Open Data Book Club, a School of Data, meetups and an Open Data Suggestion Board to source citizen ideas and conduct meaningful consultation.

Enrich the open data ecosystem through crowdsourcing (co-creating data with interested users).

#### ACTIONS

Develop regional relationships to connect multiple levels of government, academia and citizen-serving organizations to enrich the quality and comparability of public data.

Engage external partners (research and post-secondary communities) to solve practical issues challenging citizens and business.





## GOAL THREE: OPEN DATA CONTINUED

### **Leverage the momentum of the existing Open Data Program and encourage the adoption of open data through a formal knowledge management initiative**

The education of City employees and citizens on open data will advance the design and delivery of public programs and services.

#### PROGRESS INDICATORS

- # of City employees trained in open data
- # of training sessions organized
- # of citizens trained in open data
- Overall satisfaction of training programs

### **Evolve the approach of the Open Data Program with regards to data collection, aggregation and release**

The identification of new tools and channels for the release of open data will ensure continued release of quality datasets.

#### PROGRESS INDICATORS

- # of open datasets released
- # of justifications provided for declined open dataset requests
- # of visualizations created

### **Increase open data usage and application to include use cases such as innovative solutions to public challenges, development of consumer or commercial products and informed citizen interactions with members of City Council**

The City will follow best practices in open data and learn from industry subject matter experts.

#### PROGRESS INDICATORS

- # of research summaries released in the past 12 months to address the social and economic impacts of open data
- # of open data applications and tools created in the past 12 months by external partners

#### ACTIONS

Develop a training program for City of Edmonton employees to increase the adoption of data-driven decision making and an analytics culture.

Collaborate with the Edmonton School Boards to empower educators as they develop a curriculum which normalizes the use of open data.

#### ACTIONS

Proactively identify datasets beneficial to citizens with regular quality reviews and content refreshes as available.

Evaluate the prioritization of dataset releases through the user community.

Develop marketing channels and a communications plan to enhance awareness of open data.

#### ACTIONS

Organize Innovative Challenges to increase and attract commercial/business open data use.

In conjunction with the international community, develop an Open Data Impact Framework to measure the economic and social impact of the "open data programs".



## GOAL FOUR: OPEN INFORMATION

Information is provided to Edmontonians to promote participation and collaboration, increase knowledge and build capacity in the community.

### Build accountability and trust through ongoing reporting

The City will develop practices and policies that support a greater understanding of how the City works, the services available, the vision and direction of the City and its initiatives.

#### PROGRESS INDICATORS

# of performance indicators available on Edmonton's Citizen Dashboard

User satisfaction with Edmonton's Citizen Dashboard

### Provide valued information and services to the public in multiple channels

Leveraging current, new and emerging communication tools, the City is able to provide information and services that are valued by the community in a variety of formats.

#### PROGRESS INDICATORS

# of citizen downloads of City mobile apps

# of citizen interactions/transactions with the Edmonton Service Centre

#### ACTION

Enhance the City's existing Citizen Dashboard to provide performance information for additional municipal programs and services.

Create a citizen friendly Idea Generator to solicit ideas from Edmontonians on improvement opportunities for specific programs or services.

#### ACTIONS

Increase the availability of information and service delivery through a variety of platforms such as mobile devices and other access points.

Provide consistent service delivery through various channels, including 'open counters' which will allow people to conduct multiple types of transactions at any City service location (i.e. "one-stop shopping").

Enhance accessibility of City information and services through improved search tools and portals.





# GOAL FIVE: OPEN ANALYTICS

By leveraging the vast stores of City data and new analytic capabilities, Open Analytics supports informed policy development and decision making. Tools and resources are provided to citizens and City staff to empower them to work with data.

## **Empower City staff to gain insights regarding the City's program, services and policies through the use of data, business intelligence and analytics**

The City will train staff on the broad applications of data-driven decision making.

### PROGRESS INDICATORS

# of staff presentations completed promoting how City of Edmonton data can be leveraged to improve data-driven decision making

Number of business units accessing the data portal for data-driven decision making

## **Increase the volume and quality of analytics tools available to citizens as they explore city data and gain insights**

The quality of City programs, services and policies are improved when citizens are empowered and able to access the City's data as a strategic resource.

### PROGRESS INDICATORS

# of tools available on the Open Analytics Website

# of projects completed in collaboration with community partners

### ACTIONS

Provide quality and timely data to City of Edmonton's staff through a consolidated, easy to use and curated internal data portal.

Train City of Edmonton staff on the use and application of data.

### ACTIONS

Provide tangible and reproducible examples at conferences and industry events on how City of Edmonton data can be used by Edmontonians to improve data-driven decision making for multiple use cases.

Enhance the Open Analytics Resources to provide additional tools appropriate to multiple levels of data literacy.

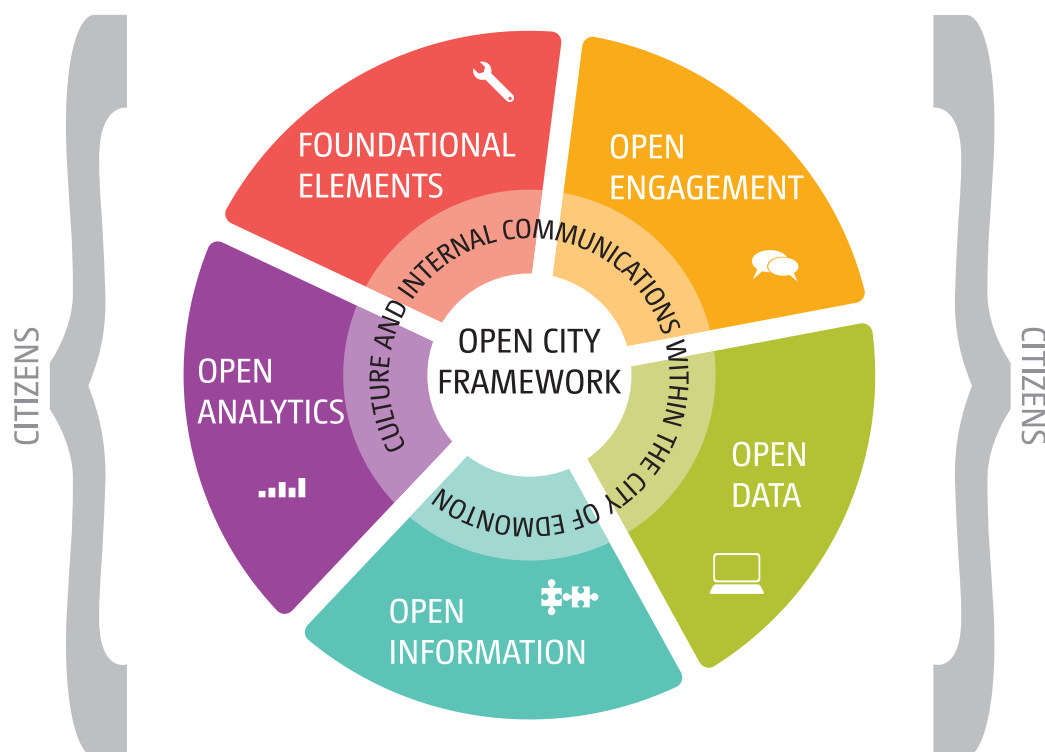
Involve interested community members to identify, complete and/or present valuable analytics projects.

"The application of data and analytics drastically improves the way the City delivers programs and services to citizens."  
- *Stephane Contre, Chief Analytics Officer*



# OPEN CITY FRAMEWORK

The Open City Framework illustrates a sample of initiatives and programs supporting Open City goals and objectives. The five goals as discussed in the Initiative are supported by cultural transformation throughout the City.



## Foundational Elements

An open city helps to direct culture and practices to support openness, transparency and consistency.

## Open Engagement

Venues and processes support and encourage Edmontonians' input in the design of programs and services.

## Open Data

Usable and accessible data is provided to Edmontonians through the open data portal



## Open Information

The release of information and provision of services through multiple channels promotes trust and provides value.

## Open Analytics

Data can be used by Edmontonians to gain insights into City programs and services.





*"My vision for #yeg is open and effective local government & open data drives that. Thanks for your relentless pursuit of data" #OpenDataDay"*

*@YEGMayorOffice*

*Mayor Don Iveson, City of Edmonton*

*"All of the data that the city collects or uses should be open and accessible for anyone."*

*"...the next frontier for governments is how we can use data and analytics to make better evidence-based decisions."*

*"We can do things better and more efficiently by being Open."*





Prepared by City of Edmonton  
MARCH 2017



OPEN CITY

